



Structure near Bismarck, ND
Photo by David Darmody
Information Technology Specialist

Power Forward 2030

Strategic Plan 2023 - 2030



**Western Area
Power Administration**



Powering a bright future

We are a professional, innovative organization dedicated to empowering communities to shine brightly, through energy reliability and resiliency.

DSW Human External Cargo at Hoover Dam, NV
Photo by Travis Weger
Public Affairs Specialist



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Message from the Administrator and Chief Executive Officer

We are excited to share Western Area Power Administration's organizational strategic plan: ***Power Forward 2030***.

Safely providing reliable cost-based hydropower and transmission to our customers and the communities we serve is WAPA's core mission. The mission endures as our North Star, lighting the path to a bright future.

In late 2022, WAPA celebrated 45 years of service. We also celebrated the conclusion of a year-long collaborative process with employees, customers, and stakeholders to create *Power Forward 2030*. We defined our organization's future trajectory amid tremendous industry and societal shifts, reflecting care and commitment to our mission, core values, and those we serve. Staying true to our mission and core values while navigating the winds of change is not just a theme but an approach captured in this new strategic plan.

Focus and agility. Tenacity and curiosity. Service and innovation. Reliability and resiliency. Safety always.

More than just words, these are the traits WAPA embodies as the foundation of our future success.

The heart of this strategic plan is to safeguard WAPA's current and future value as a critical source of clean energy and grid stabilization, a strategic partner and co-creator of solutions, and an employer of a dedicated and talented federal workforce. As we face a new era of change, including an evolving energy industry, large infrastructure investments, increasing threats and severe weather risks, and societal shifts, we will leverage our productive legacy to power forward. Those who built that legacy are the foundation upon which we chart our future.

Power Forward 2030 sets out an organizational strategic direction where reliable and flexible hydropower play a critically essential role in a clean energy future. Any version of this future will be challenging. We will get there through accomplishment of our strategic goals to **safeguard a sustainable energy future, modernize the grid and invest in our employees**. As an overarching guide for allocating resources, we will adjust and reprioritize to keep pace with the rate and direction of change.

This plan mirrors the pride, curiosity and determination of WAPA employees. It captures our spirit of public-service to secure a reliable and resilient energy future for decades to come.

A stylized, handwritten signature in blue ink, consisting of a large 'T' and 'L' followed by a long horizontal line.

Tracey A. LeBeau, Administrator and CEO



Power Forward 2030 – At a glance

DSW electricians at Glen Canyon Substation, AZ
Photo by Anthony Lucero
High-Voltage Electrician Leader (Foreman II)



Mission, Vision, Values

During *Power Forward 2030* formulation, WAPA examined and updated its mission and vision to emphasize the critical role WAPA plays in a resilient energy future. Our core values remain steadfast and capture how we intend to operate and interact.

Mission

Safely provide reliable, cost-based hydropower and transmission to our customers and the communities we serve.

Vision

Empowering communities, securing a resilient energy future.

Core Values

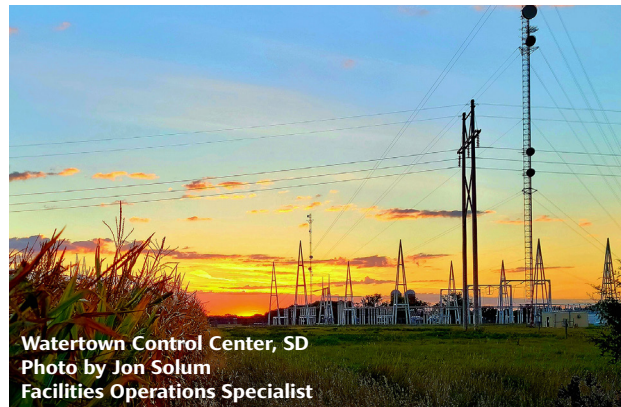
Listen to understand, speak with purpose. | Seek. Share. Partner.

Respect self, others, and the environment. | Do what is right. Do what is safe.

Be curious, learn more, do better. Repeat. | Serve like your lights depend on it.



Training at Gila Substation, AZ
Photo by Ernie Salcido
Power Operations Trainer



Watertown Control Center, SD
Photo by Jon Solum
Facilities Operations Specialist

Our value proposition drives strategy

Power Forward 2030 sharpens WAPA's focus on our value proposition – the unique services and benefits we provide as a supplier of wholesale hydropower and energy transmission and as a member of the energy industry and federal community.

Our strategic goals direct the organization to enhance the value we provide to our primary beneficiaries by doing what we do best: providing an affordable, stable and renewable source of energy, contributing to grid resiliency and energy delivery reliability, and supporting our dynamic and dedicated workforce.





Fog at Glen Canyon Substation, AZ
Photo by Brett Cordsen
Substation Electrician

Who we are

About WAPA

Through a combination of human power and hydropower, WAPA has built a lasting commitment to deliver clean and reliable wholesale electricity to preference and other customers to power the West. Established on December 21, 1977, under Section 302 of the Department of Energy Organization Act, WAPA is one of four federal power marketing administrations in the Department. It is the largest PMA in terms of service area and transmission line mileage, the youngest in time of existence, and the most legislatively complex.

WAPA carries out its mission through electrical, transmission and ancillary services. Annually, we market and deliver more than 25,000 gigawatt-hours of reliable, cost-based hydropower generated at 57 federal dams operated by the Bureau of Reclamation, United States Army Corps of Engineers and the International Boundary and Water Commission. WAPA purchases additional energy from utilities on the open market to fully meet our contractual obligations and system reliability needs. Our 700 plus customers then provide electric service to more than 40 million Americans from the Desert Southwest to the Canadian border, and from the lakes of Minnesota to the California coastline.

In addition to marketing federal hydropower, WAPA operates a diverse transmission system prioritizing service to our firm electric customers. We also sell additional transmission capacity service as an open access transmission provider and offer ancillary services for system operation reliability. Our advanced and complex grid has fueled rural electrification throughout the West.

WAPA's more than 1,500 federal employees provide or support these primary products and services:

- **Power marketing** for the sale and transmission of firm and non-firm, long-term, short-term and seasonal power to existing and new customers in accordance with project marketing plans.
- **Transmission services**, allowing other utilities to transmit non-federal power across our transmission lines.
- **Operation and maintenance services** that balance supply and demand, and ensure the vast transmission system is maintained and operable to deliver energy where and when it's needed.
- **Transmission Infrastructure Program**, providing external partners access to our borrowing authori-

ty to develop transmission and related facilities to support delivery of renewable energy.

- **Ancillary services** that make the system work, including scheduling and dispatch, voltage control, energy imbalance, operating reserves, and others.

Our ability to restore the grid through a "black start" is a lesser known, but critical purpose. Hydropower's black start capabilities makes us the guardians of the grid and a critical source of grid resiliency.

WAPA employees work around the clock, 365 days per year, to sell power and operate and maintain the transmission system that provides energy to:

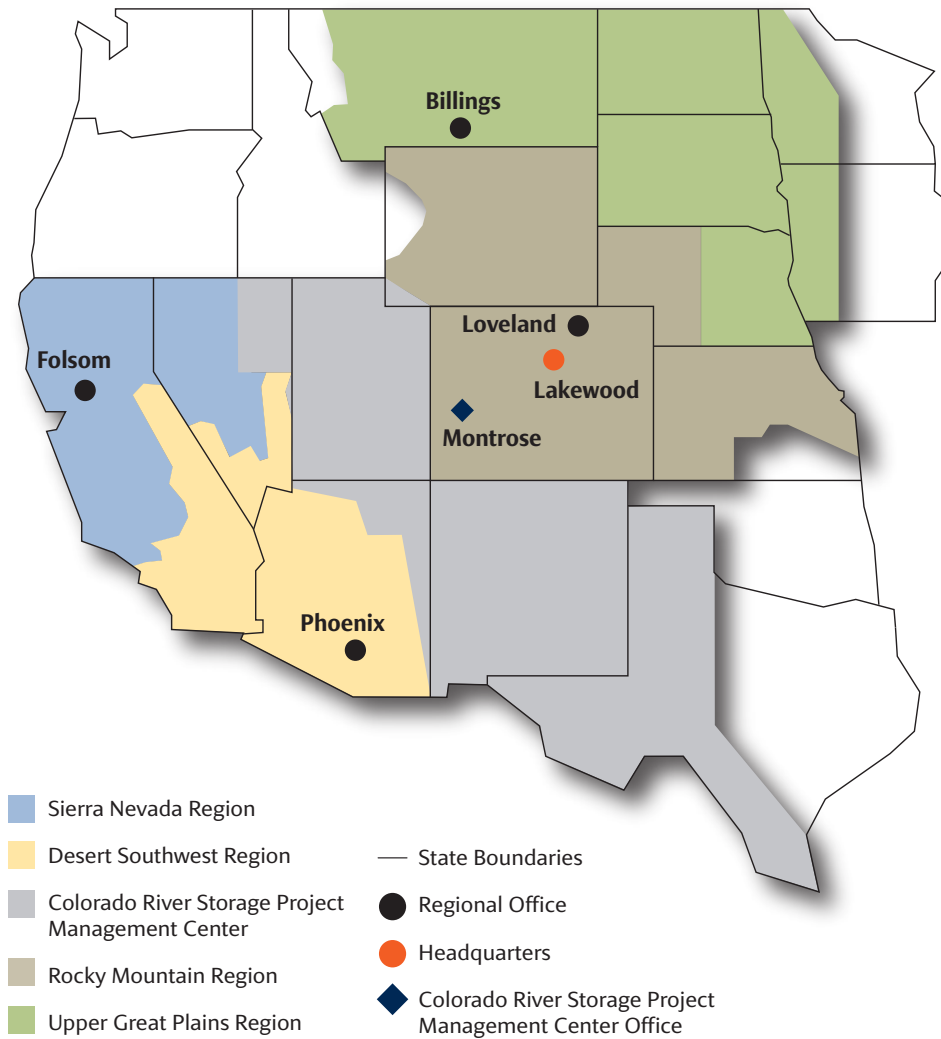
- Rural electric cooperatives
- State and federal agencies
- Municipalities
- Native American Tribes and Tribal utilities
- Public utility and irrigation districts
- Military bases
- Joint power authorities
- Transportation districts
- Independent system operator corporations
- Regional transmission organizations
- Investor-owned utilities



Dawn at Mead Substation
Photo by Greg Shumaker
Electrical Engineer

Customer service area

WAPA's service area covers 15 states, 1.3 million square miles, and includes an integrated 17,000-plus circuit-mile, high-voltage transmission system. The map below depicts WAPA's service area and office locations.



DSW workers install new Pinnacle Peak-Rogers line, AZ



Building on our success

Ault-Craig line, CO
Photo by: Ryan Riley
GIS Analyst

Building on our success

Power Forward 2030 is built upon a solid foundation of strategic planning and results.

WAPA published its first strategic plan in 1994 and developed six additional plans by 2014. Each plan demonstrating commitment to the organization's critical mission, responding to industry change and defining a clear path for the future.

The most recent plan, *Strategic Roadmap 2024*, operated under a "Powering the Energy Frontier" theme and had three critical pathways:

- Business, Technology and Organizational Excellence
- Mutually Beneficial Partnerships
- Evolution of Services

In effect from 2014 through 2022, the plan produced dozens of accomplishments that improved how WAPA operates while also exemplifying its core values. Key highlights include:

Asset Management – Using health and consequence data, WAPA enabled risk-based evaluation of assets to inform data-driven investment decisions. Given continuing challenges of aging infrastructure, extreme weather events and security, WAPA will continue to mature its infrastructure investment capabilities under *Power Forward 2030* to optimize performance, reliability and resilience of the grid.

Energy Markets – After evaluating opportunities, preparing internally and making decisions based on regional circumstances, legal requirements and customer needs, WAPA entered energy imbalance markets in nearly all regions. WAPA will continue to explore market participation to provide operational flexibility and advance the economic and reliability performance of the grid across much of the West.

Human Performance Improvement / Just Culture – WAPA put into practice an innovative and human approach to reduce and prevent incidents that cause harm to people, property, and equipment. Through principles of organizational learning, improvement, and positive reinforcement, HPI/JC is being operationalized throughout WAPA to reduce safety risks and increase equipment and system reliability.

Information Technology – Information Technology (IT) underwent significant reorganization and consolidation that fostered common solutions and tools, streamlined processes, controlled costs through economies of scale, and expedited decision making. The consolidation improved IT services while strengthening and securing WAPA IT systems.

Leadership Development – In response to the Federal Employee Viewpoint Survey, an organizational cultural assessment and the need for specialized skill, knowledge and experience, WAPA launched a leadership development program office. Program offerings increase knowledge and skills of current and future leaders in each of the defined WAPA leadership competences. Leadership program participation cultivates a culture of informed, prepared and inspired leaders at all organizational levels.

Power Repayment Study – After decades of region-specific Power Repayment Study (PRS) systems, and despite complex organizational, cultural, and technological challenges, WAPA implemented a single, standardized PRS platform. PRS standardization has improved cost recovery calculations, identification of rate savings, and compliance with statutory repayment requirements, critical in times of rising costs due to drought and other factors.



Right-of-way near Kremmling, CO
Photo by Danielle Orr
Graphic Designer, Public Affairs



Safeguarding our current and future value

Parker-Blythe #2 and the Rice Valley Dunes, CA
Photo by Shawn Berkram
Project Manager

Value Proposition

Development of *Power Forward 2030* centered on a close examination of WAPA's value proposition - what we do and why it matters - and how we can continue to do what we do best well into the future.

While examining the value proposition, senior leaders explored key questions about WAPA's role in the energy industry, including how we:

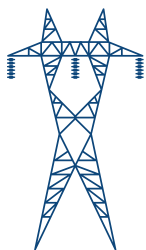
- Meet critical needs
- Solve complex problems
- Deliver additional benefits

In alignment with our mission and authorizing legislation and considering internal and external stakeholder feedback, WAPA identified the critical value we provide to our primary beneficiaries – customers, stakeholders, and employees, as depicted below.

WAPA leaders turned to the value proposition throughout strategic planning formulation to ensure we prioritized strategies that maintain and increase our promise of value, today and in the future.

A **Value Proposition** is a statement that paints a clear picture of what the organization has to offer its beneficiaries – those that receive its products and services.

WAPA's Value Proposition



Customers

Affordable, low-cost hydropower
Energy delivery and grid reliability
Industry expertise



Stakeholders

Trusted partner; bridge builder



Employees

Rewarding work
Professional growth
Supportive culture and community

Safeguarding our current and future value

Our value proposition is the declaration of what we do well today. But we were faced with the question, what about tomorrow? How will current trends, including opportunities and disrupters, affect our ability to continue to provide value? Understanding how the changing energy landscape may impact our future value proposition was critical to developing our strategy and creating a future vision of success.

The energy industry was relatively stable during the past century. In contrast, changes in technology,

markets, climate, and emerging threats over the past decade seem exponential. It is an exciting and challenging time to be in the industry. Strong leadership and sound strategic planning are critical to keep pace with the changes and carve a path forward.

To help identify and prioritize the strategic issues facing WAPA, we conducted an environmental scan to assess the internal and external environment in which we operate. In consultation with employees, customers, and stakeholders, we identified WAPA's

internal and external Strengths, Weaknesses, Opportunities, and Threats (SWOT) and sought input on our stakeholders' key concerns and thoughts about WAPA's role in the industry. WAPA's senior leaders analyzed the wealth of input and identified the issues of greatest impact to WAPA's mission and value proposition in the summarized SWOT analysis below.

SWOT Analysis

“Strengths, Weaknesses, Opportunities and Threats”

Internal	<u>Strengths (S)</u> Customer Focus & Engagement Core Mission Institutional Knowledge Strong Culture Capital Planning	<u>Weaknesses (W)</u> Uncertain Funding Strategic Prioritization Aging Infrastructure Knowledge Transfer and Retention Resilience Planning
	<u>Opportunities (O)</u> Markets Emerging Technologies Hydropower Advocacy Transmission Infrastructure Opportunities Stakeholder Partnerships & Relationships	<u>Threats (T)</u> Drought & Adverse Conditions External Impacts on Rates Cyber & Physical Security Threats Complex & Rapidly Changing Industry



Strategic destination – 2023 - 2030

Version 1.0, February 2023

Sunrise at Ault Substation, CO
Photo by Chris Bruce
High-Voltage Electrician

Strategic destination

Power Forward 2030 guides us to a future destination in which we continue to find innovative solutions, modernize the grid and support our dedicated workforce to safeguard energy reliability and resiliency. Together, our strategic

goals and objectives chart the course to that destination, tackling current and emerging challenges and opportunities to sustain our promise of value to our customers, stakeholders and employees.

STRATEGIC GOALS

Safeguard a Sustainable Energy Future

Modernize the Grid

Invest in Our Employees

STRATEGIC OBJECTIVES



Customers

Prepare and adapt to a changing energy landscape

Provide excellent customer service

Preserve hydropower value

Leverage strategic partnerships



People/Culture

Embrace inclusion and diversity

Cultivate our value-based, high-performance culture

Grow skills and expertise

Integrate strategic workforce management



Resource Stewardship

Optimize investments in system reliability

Improve cost efficiency

Facilitate transmission solutions



Processes

Mature governance, risk management and compliance

Optimize service delivery

WAPA's strategic framework

Power Forward 2030 consolidates the various elements of our strategy into one cohesive strategic plan, to communicate how we will accomplish the mission and attain our vision.

Our **mission and vision** capture our purpose and paint the picture of our desired future.

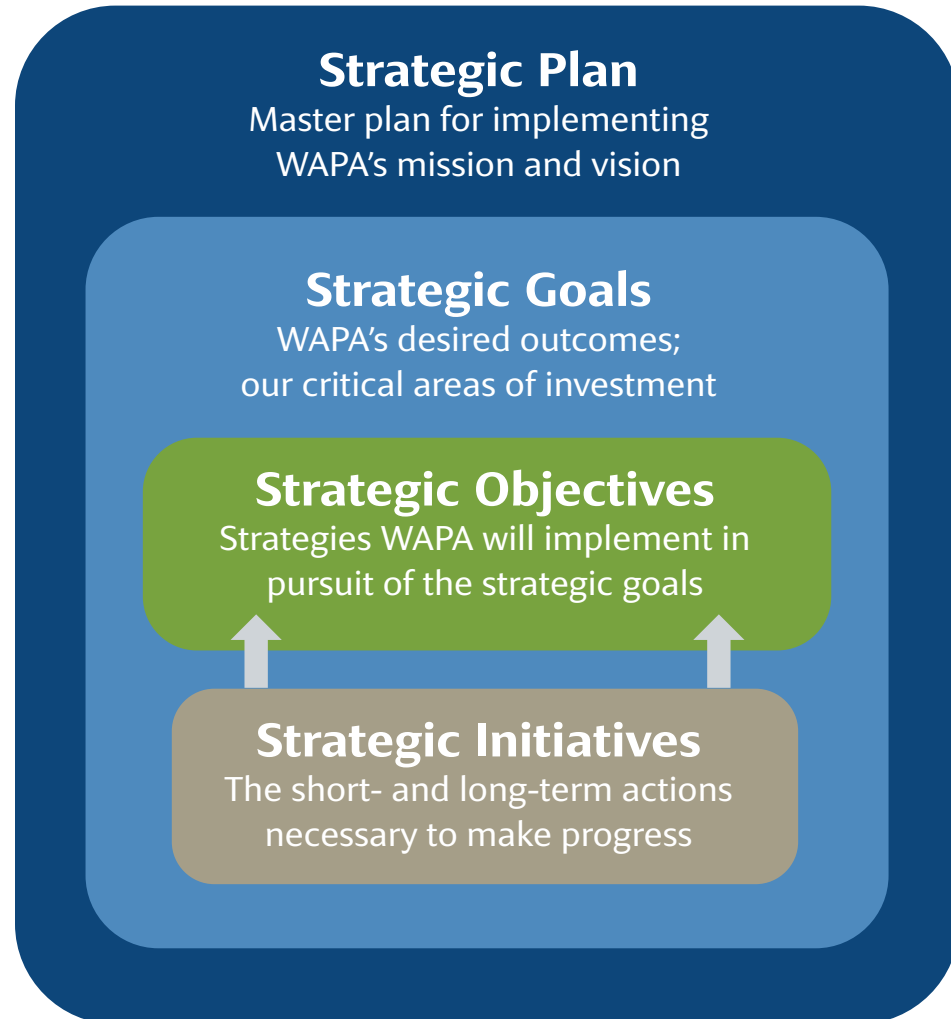
The **strategic goals** define our desired outcomes and target the most critical areas in which we must invest time and resources over the next 5-7 years to be successful and enhance our value proposition.

The **strategic objectives** break down the goals into more workable strategies that we must execute within the next 3-5 years.

The **strategic initiatives** capture actions, projects, changes and improvements necessary to achieve the strategic objectives.

Together these strategic elements set the course for WAPA's **strategic destination**. Our strategic destination informs how we allocate resources and prioritize work. WAPA leaders and employees will use this plan to transform strategies into actions, then actions into results.

The following pages detail our strategic destination over the next 1-3 years. The section of the plan describes the intended results of each strategic objectives, the strategic initiatives will we implement and key positions that will champion each initiative. The objectives and initiatives will be reviewed annually and updated as necessary to make continuous progress in achieving the strategy and ultimately the mission and vision.



This graphic illustrates WAPA's strategic planning framework.

1

Customer perspective



Objective 1.1

**Prepare and
adapt to a
changing energy
landscape.**

Maximize value to our customers by understanding and adapting to the changing energy landscape and providing long-term, cost-effective solutions.

Intended Results:

- When hydropower is not available due to drought and other conditions, we provide alternative energy sources, always looking for the most cost-effective options.
- We ensure solutions, such as market participation, maximize value for WAPA's customers.
- Contingency plans are implemented to address critical, long-term adverse conditions.

Key Strategic Initiative:

- Engage in dialogue with Colorado River Basin customers, and Bureau of Reclamation partners, to identify long-term drought impacts on power and transmission to collectively develop beneficial operating scenarios.
 - **Initiative Champion:** Colorado River Storage Project Manager
 - **Initiative Support:** Desert Southwest Regional Manager

Objective 1.2

**Provide excellent
customer
service.**

We understand and keep pace with our customers' challenges and partner with them to meet their changing energy needs.

Intended Results:

- We provide customer service through effective communication, timely service delivery, and seamless business interactions.
- We continuously engage with our customers to understand their needs.
- We prioritize impartial and fair treatment of all our customers and the communities we serve.
- We explore, innovate, and adapt our energy and transmission services to meet the wide range of energy needs of our preference and other customers.

Key Strategic Initiative:

- Renew our customer relationships and increase understanding of needs.
 - **Initiative Champion:** Upper Great Plains Regional Manager
 - **Initiative Support:** All Regional Managers

Objective 1.3

**Preserve
the value of
hydropower.**

We champion hydropower as a critical renewable resource and a stabilizing component of a decarbonized energy grid.

Intended Results:

- We educate decision makers, stakeholders, and the public to increase understanding of the role hydropower plays in grid stability and a carbon-free energy portfolio.

Key Strategic Initiative:

- Educate stakeholders on the value of hydropower.
 - **Initiative Champion:** Assistant Administrator for Corporate Liaison
 - **Initiative Support:** All Regional Managers

Objective 1.4

**Leverage
strategic
partnerships.**

We partner and leverage our combined industry expertise with others to find solutions to shared challenges.

Intended Results:

- We find common solutions to critical industry issues through productive, mutually beneficial partnerships.
- We successfully execute our mission and vision and support others in achieving theirs.

Key Strategic Initiative:

- Develop a toolkit of updated policies, resources, and potential partners to appropriately support access to fiber resources, especially for rural, disadvantaged, and Native American communities.
 - **Initiative Champion:** Rocky Mountain Regional Manager
 - **Initiative Support:** Assistant Administrator for Corporate Liaison

2

People and Culture perspective



Objective 2.1

Embrace inclusion and diversity.

We strive for a workforce reflective of the American public and the communities we serve where all individuals feel welcome, respected, and can perform at their best.

Intended Results:

- We increase workforce representation in underrepresented groups.
- WAPA's inclusive and diverse work environment attracts top talent and becomes one of our competitive advantages.
- Employees feel a strong sense of belonging, unity, and psychological safety at WAPA.
- The workforce embraces inclusion and diversity as everyone's responsibility and engages in constructive dialogue to understand different perspectives.

Key Strategic Initiative:

- Establish a robust recruitment program, partnering with organizations representing inclusion and diversity (I&D) interests.
 - **Initiative Champion:** Chief Administrative Officer
 - **Initiative Support:** Executive Vice President and Chief Operating Officer

Objective 2.2

Cultivate our value-based, high-performing culture.

We evolve and cultivate our culture and work practices to improve employee engagement, productivity, and well-being.

Intended Results:

- The employee work experience is positive, and overall satisfaction with WAPA is high.
- Employees are actively engaged in their work and feel empowered to innovate and improve.
- Leaders foster cross-boundary collaboration to increase organizational learning, cooperation, and innovation.
- Employees embody WAPA's core values.
- Workplace policies, practices, and procedures balance the individual and team to meet the needs of a changing workforce.

Key Strategic Initiative:

- Adapt WAPA systems, equipment, processes, training, and culture to excel in a hybrid environment.
 - **Initiative Champion:** Desert Southwest Regional Manager
 - **Initiative Support:** Chief Information Officer

Objective 2.3

Grow skills and expertise.

We ensure employees have the tools and training to perform their current roles and actively upskill staff to meet emerging workforce requirements.

Intended Results:

- WAPA's highly skilled and talented employees are leaders in the industry.
- We offer specialized learning opportunities to maximize professional development and growth.
- We improve access to and accelerate transfer of WAPA's collective industry knowledge to prepare future experts and leaders.

Key Strategic Initiative:

- Develop WAPA's next generation of employees, building leadership and technical skills through formal internship programs.
 - **Initiative Champion:** Upper Great Plains Regional Manager
 - **Initiative Support:** Rocky Mountain Regional Manager

Objective 2.4

Integrate strategic workforce management.

We advance our workforce planning capabilities and integrate workforce management, program planning, and budgeting to better target and align resources.

Intended Results:

- We proactively analyze current and future work requirements to identify and respond to gaps in workforce capacity and skills.
- We have the right skills, in the right positions, at the right time, to best accomplish our business objectives and mission.

Key Strategic Initiative:

- Mature succession planning.
 - **Initiative Champion:** Chief Administrative Officer
 - **Initiative Support:** Upper Great Plains Regional Manager

3

Resource Stewardship perspective



Objective 3.1

Optimize
investments in
system reliability.

We prioritize and target investments to maximize transmission reliability and resiliency to deliver hydro-power where and when it's needed.

Intended Results:

- We modernize and secure transmission systems to minimize disruptions and protect grid integrity.
- We use sound data, analytics, and prioritization to execute projects with the highest potential for improved system performance and return on our investment.
- Our investments mitigate aging infrastructure, cyber and physical security threats, and other vulnerabilities to achieve measurable risk reduction and position the grid to successfully meet future generations' needs.

Key Strategic Initiative:

- Create a strategic grid modernization plan that prioritizes investments.
 - **Initiative Champion:** Executive Vice President and Chief Operating Officer
 - **Initiative Support:** Regional Managers

Objective 3.2

Improve cost
efficiency.

We achieve quality products and services, while ensuring sound financial management.

Intended Results:

- Controllable costs are managed to an acceptable level.
- We improve products and service value through increased efficiencies and adherence to value-added activities.

Key Strategic Initiative:

- Optimize FTE resource utilization.
 - **Initiative Champion:** Chief Financial Officer
 - **Initiative Support:** All Regional Managers

Objective 3.3

Facilitate transmission solutions.

We leverage federal and non-federal financial and technical resources to expand and modernize the grid.

Intended Results:

- Through the Transmission Infrastructure Program, we provide low-cost capital through WAPA's \$3.25 billion borrowing authority to facilitate the delivery of renewables to the grid.
- We facilitate development of new and upgraded transmission lines and related facilities to strengthen the grid.
- Our expertise and experience contribute to effective transmission solutions for the West.

Key Strategic Initiative:

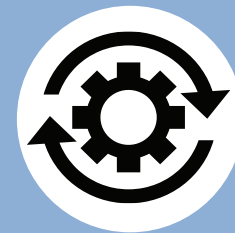
- We target and facilitate the development of transmission and related facilities, including energy storage, that directly support the grid and customer needs.
 - **Initiative Champion:** Transmission Infrastructure Program Manager
 - **Initiative Support:** Desert Southwest Regional Manager



Red-tailed hawk near Rogers-Coolidge line, AZ
Photo by Becky Hopkins
Environmental Specialist

4

Internal Process perspective



Objective 4.1

Mature governance, risk management, and compliance.

We mature governance, risk management, and compliance to manage uncertainty, improve internal controls, and achieve organizational integrity.

Intended Results:

- We proactively ensure compliance, implement industry best practices, and build credibility and public trust while achieving the mission.
- We enable quality decision making across the organization and practice good governance through clear lines of accountability, responsibility, and transparency.
- We mitigate uncertainty and volatility through improved understanding, prioritization, control, and treatment (or acceptance) of our programmatic and enterprise-wide risks.

Key Strategic Initiative:

- Mature and formalize WAPA governance structures.
 - **Initiative Champion:** Chief Administrative Officer
 - **Initiative Support:** Executive Vice President and Chief Operating Officer, Office of the General Counsel

Objective 4.2

Optimize service delivery.

We continually improve our work processes, procedures, and programs to provide impactful and value-added services to our internal and external customers.

Intended Results:

- We use clear and consistent criteria to prioritize our workload.
- We modernize, standardize, and streamline business processes, systems, and tools to provide high-quality services efficiently and consistently.
- We increase our capacity to make data-driven decisions through improved data collection, reporting, and visualization tools and techniques.

Key Strategic Initiative:

- Standardize critical internal processes to increase consistency, compliance, efficiency, and achieve economies of scale.
 - **Initiative Champion:** Executive Vice President and Chief Operating Officer
 - **Initiative Support:** Chief Information Officer

Our approach

Structure near Bismarck, ND
Photo by David Darmody
Information Technology Specialist

Anchored on diverse perspectives and organizational alignment

WAPA applied a modified Balanced Scorecard (BSC) as a tool to guide the strategic planning process. BSC provided a disciplined approach for aligning WAPA's business and the strategic objectives we will accomplish with the mission, vision, and strategy.

The BSC also requires examination of potential strategies through a variety of lenses, including financial and non-financial considerations. WAPA examined

the organization's business from four perspectives: 1) customer expectations, 2) human resources, capacity and culture, 3) sound stewardship of resources and 4) efficient processes. The perspectives approach helped identify the strategies needed to achieve the strategic goals in each key area of the business and how they work together to achieve the desired results.

The Balanced Scorecard



WAPA's BSC perspectives include:

- **Customers** – Customer value proposition and satisfaction
- **People & Culture** – Human capital, organizational capacity (learning and growth), and culture
- **Resource Stewardship** – Efficient use of financial and other resources
- **Processes** – Processes, products, and service improvement and innovation

From collaboration to creation

Power Forward 2030 is the culmination of months of collaboration. In following our core value to seek, share and partner, WAPA sought feedback from employees, customers, and stakeholders at each key milestone of strategy formulation. Through surveys, virtual and in-person brainstorming sessions, and individual meetings, we sought our stakeholders' industry knowledge to identify ongoing and emerging issues, priorities, and shared challenges and solutions. These initial engagement activities contributed to the environmental scan which, along with the value proposition, were used by WAPA leaders to identify strategic goals and objectives.

In August 2022, WAPA held 10 Let's Talk Strategy sessions with employees and external stakeholders to litmus test proposed goals and objectives to ensure we were on the right track and build buy-in for successful execution.

The invaluable input from employees, customers and partners energized the strategy, sparking positive sentiments on the strategic themes and priorities.



Customer meeting in Lakewood, CO
Photo by Alex Stephens
Public Affairs A/V Manager

- 688 Employee survey responses
- 171 Stakeholder survey responses
- 29 Stakeholder/customer interviews
- 11 Internal focus groups
- 15+ SWOT brainstorm sessions (with over 65 participants)
- 10 Let's Talk Strategy sessions
- 307 Employee participants
- 76 Stakeholder participants



Installing microwave link, AZ
Photo by Rick Peterson
Electronic Integrated Systems Mechanic (EEC)

Moving forward

WAPA will accomplish the goals set forth in this strategic plan by equipping our dedicated staff with the right tools and technology to achieve superior results in an energized and engaged culture. WAPA will continue to mature strategic planning through implementation of the following strategic planning elements.

1. **Action Planning** – WAPA Initiative Champions will develop Initiative Implementation Plans that detail the major actions and milestones for accomplishing the strategic initiatives and making progress towards the strategic objectives.
2. **Performance Measurement** – WAPA will develop, measure and report on key performance indicators to evaluate progress and success in achieving strategic goals and objectives.
3. **Risk Management** – WAPA will continue to mature enterprise risk management, identifying the organizational-wide risks impacting achievement of the strategy and implementing and evaluating the effectiveness of treatments to reduce or mitigate enterprise risks.
4. **Strategic Alignment** – WAPA will ensure resources are being directed to accomplish its strategy by:
 - cascading the strategy to individual organizational levels and aligning program priorities and resources to the strategic goals and objectives
 - integrating strategic planning, budgeting, workforce management, human and organizational performance, process improvement, and risk management business processes
 - integrating performance expectations into leadership and employee performance plans, as applicable

Key terms and definitions

Strategic Planning is a process organizations use to define their direction and organizational goals, the strategies to meet those goals, and how it will monitor and evaluate progress. Senior leaders are ultimately responsible for seeking input and setting the strategy of the organization.

Strategic Goals are the critical areas in which the organization must focus and redirect resources to be successful and from which the strategic objectives and initiatives flow. They are described as a desired outcome or end-state.

Perspectives are the lenses or performance dimensions through which organizational performance and systems are evaluated. The perspectives ensure that elements that add organizational value are considered and aligned when developing the strategy.

Strategic Objectives are the high-level strategies organizations must implement to achieve the organizational goals. They break down abstract concepts like mission and vision into actionable concepts.

Strategic Initiatives are the specific projects and activities (new or existing) that represent 'how' an organization accomplishes its strategic objectives. Strategic initiatives focus on change and improvement whereas operational initiatives tend to be ongoing processes that remain relatively static.



Yellowtail Switchyard, MT
Photo by Justin Spear
Power System Dispatcher (Outage Coordinator)



Sunrise Tower near Tracy, CA
Photo by Brian Marsteller
High-Voltage Electrician Leader (Foreman II)

